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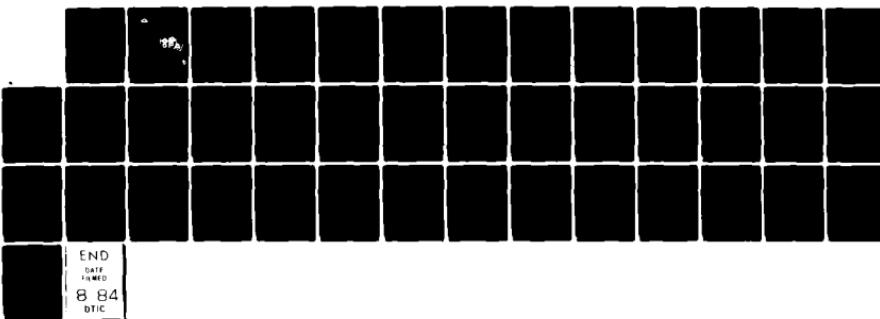
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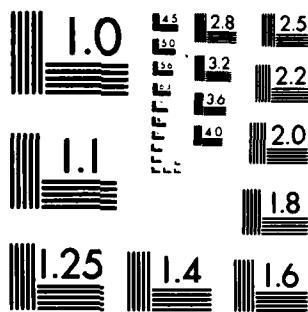
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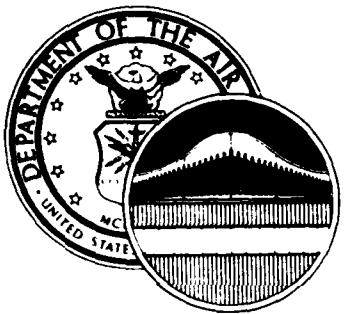
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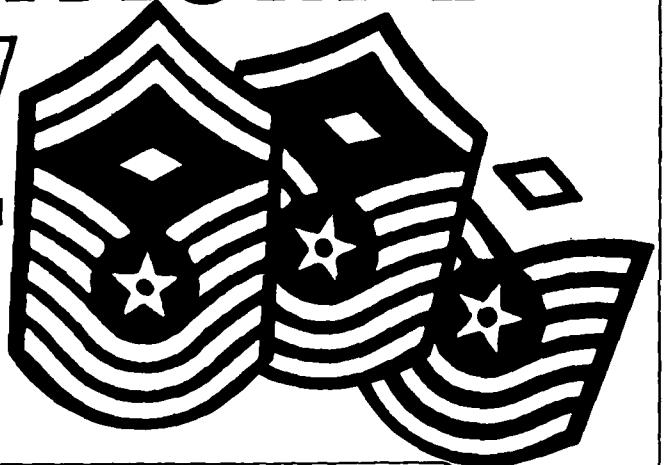


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UNITED STATES AIR FORCE

AD-A142 885

OCCUPATIONAL SURVEY REPORT



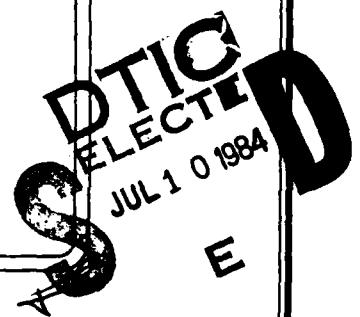
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FIRST SERGEANT CAREER LADDER

AFSC 100X0 AND SDI 99607

AFPT 90-100-479

JUNE 1984



OCCUPATIONAL ANALYSIS PROGRAM
USAF OCCUPATIONAL MEASUREMENT CENTER
AIR TRAINING COMMAND
RANDOLPH AFB, TEXAS 78150

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| HQ USAF/MPPT | 1 | 1 | | 1 |
| HQ USAFE/DPAT | 3 | 3 | | 3 |
| HQ USAFE/DPATC | 1 | 1 | | 1 |
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PREFACE

This report presents the results of a detailed Air Force occupational survey of the First Sergeant career ladder (AFS 100X0) and the Medical Squadron Section First Sergeant Special Duty Identifier (SDI 99607). AFR 35-2 contains the authority for conducting occupational surveys. Computer products used in this report are available to operating and training officials upon request.

Chief Master Sergeant Donald Cochran, Inventory Development Specialist, developed the survey instrument and Sergeant Harold R. Tackett provided computer support. Captain Levon Simmons, Occupational Analyst, analyzed the data and wrote the final report. This report has been reviewed and approved by Lieutenant Colonel Jimmy L. Mitchell, Chief, Airman Career Ladders Analysis Section, Occupational Analysis Branch, USAF Occupational Measurement Center, Randolph AFB, Texas 78150.

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies may be obtained upon request to the USAF Occupational Measurement Center, Attention of the Chief, Occupational Analysis Branch (OMY), Randolph AFB, Texas 78150.

PAUL T. RINGENBACH, Colonel, USAF
Commander
USAF Occupational Measurement
Center

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Chief, Occupational Analysis Branch
USAF Occupational Measurement
Center

SUMMARY OF RESULTS

1. Survey Coverage: This occupational survey was administered to 1,441 of the 1,721 First Sergeants assigned to AFS 100X0 and SDI 99607. Useable returns were received from 1,226 of these incumbents, or 85 percent of the total mailed. Broken out by AFS or SDI, the final sample included 1,159 of the 1,362 AFS 100X0 incumbents surveyed (85%) and 67 of the 79 SDI 99607 incumbents (85%). Overall, final samples were representative across major commands and paygrades.
2. Comparison of AFSCs 100X0 and SDI 99607: A comparison of First Sergeants and Medical Squadron First Sergeants revealed little difference in tasks performed. A few tasks were identified where more Medical First Sergeants performed the tasks than Line First Sergeants. Overall, their jobs are remarkably similar.
4. AFR 39-1 Specialty Descriptions: The duties and responsibilities outlined in AFR 39-1 for both 100X0/99607 personnel accurately portray the technical nature of the job. In addition, staff and supervisory functions are clearly set out in both specialty descriptions.
4. Training Analysis: Both the CTS and POI were reviewed. A considerable number of tasks not referenced in both the CTS and POI meet ATCR 52-22 requirements for inclusion consideration in the specified training documents. Most of these tasks, however, are the kinds of activities learned by experience or covered in normal PME training. The basic course includes all those tasks rated high in training emphasis by senior technicians.
5. Implications: Occupational survey results indicate little or no difference in jobs performed by AFS 100X0 and SDI 99607 personnel. Both POI and CTS for each specialty cover common training requirements and the course provides excellent coverage. Based on analysis of the data, recommend that AFS 100X0 and SDI 99607 be combined into a single specialty.

**OCCUPATIONAL SURVEY REPORT
FIRST SERGEANT CAREER LADDER (AFS 100X0)
AND MEDICAL SQUADRON SECTION FIRST SERGEANT (SDI 99607)**

INTRODUCTION

This is a report of an occupational survey of the First Sergeant (AFS 100X0) and Medical Squadron Section First Sergeant (SDI 99607) career ladders. This project was requested by the Air Force Manpower and Personnel Center (AFMPC/MPCRPQ), Randolph AFB, Texas, to obtain occupational survey information for use in comparing the two career ladders for differences in job functions, and to see if POI and survey match suggest a different approach for training.

Specialty Background

A previous occupational survey of the First Sergeant specialty (AFS 100X0) was performed in April 1976. The survey instrument for the 1976 report, AFPT 90-010-017, consisted of 195 tasks grouped under 7 duty sections, and a background information section in which job incumbents provided information about themselves. The previous inventory surveyed 1,545 respondents, with a 78 percent return rate. Medical First Sergeant (SDI 99607) was created 30 April 1981; prior to that time First Sergeant duties in hospitals and clinics were performed by Medical Administrative career ladder personnel (AFS 906X0).

As described in AFR 39-1 Specialty Descriptions, personnel in the 100X0 and 99607 career ladders perform essentially the same jobs. Both specialty descriptions include responsibility for promoting welfare, morale, and health of assigned enlisted personnel; advising and assisting the commander in maintaining discipline and standards; assisting the commander in preparing and presenting squadron training and information programs; providing supervised care and upkeep of squadron dormitories and adjacent grounds; and monitoring unit administration.

Specialty qualifications as outlined in AFR 39-1 are virtually the same, with minor exceptions, i.e., both AFSs require attainment of a 7- or 9-skill level; however, the Medical First Sergeant is restricted to prior experience in the 90XXX, 91XXX, 92XXX, or 98XXX career fields. Both First Sergeant ladders require a minimum of E-7 grade and attendance at the First Sergeant Academy, Keesler Technical Training Center, Keesler AFB MS. There is no further training required for AFS 100X0 or SDI 99607 prior to assuming their respective jobs.

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SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory AFPT 90-100-479. As a starting point, tasks from the 1976 10090 inventory were reviewed for currency. In addition, First Sergeant tasks from the 1980 Medical Administrative career ladder job inventory (AFS 906X0) were reviewed for currency. A new tentative task list was then developed which included tasks from both inventories, as well as new tasks obtained from a thorough research of current specialty publications and directives. This tentative task list was refined and validated by course personnel at the Keesler Technical Training Center (KTTC) and a number of subject-matter specialists at Bergstrom, Carswell, Brooks, Kelly, and Lackland AFBs. Six First Sergeants were interviewed from each base, to include large and small units, as well as a medical facility. The resulting inventory was an extensive background section that requested information such as:

- (A) Job Satisfaction
- (B) Time in present job
- (C) How does your job utilize your talents?
- (D) How does your job utilize your training?
- (E) Job Title
- (F) Level of Assignment
- (G) Prior Technical School Attended.

Survey Administration

From August through December 1982, consolidated base personnel offices in operational units worldwide administered the job inventory to incumbents holding DAFSC 10090 or 10000 and SDI 99607. DAFSC 100X0 and SDI 99607 personnel were selected from a computer-generated mailing list obtained from personnel data tapes maintained by the Air Force Human Resources Laboratory (AFHRL).

Each respondent who completed a job inventory first completed an identification and biographical information section and then checked all tasks performed in his or her job. Those tasks checked were then rated on a 9-point scale indicating the relative amount of time spent on that task, as compared to all other tasks checked. The ratings varied from one (very small amount of time spent) to nine (very large amount of time spent), with a rating of five representing an average amount of time spent performing a task.

To determine the relative percentage of time spent on each task checked by a respondent, all of an incumbent's ratings are assumed to account for 100 percent of the time spent on the job. These ratings are totaled and each task rating is then divided by the total number of task responses. The resulting quotient is then multiplied by 100 to give the relative percent of work time spent for each task. This procedure provides a basis for comparing all tasks in terms of both percent members performing and relative percent time spent.

Data Processing and Analysis

Once job inventories are returned from the field, they are visually checked to ensure proper completion. Then, both task and background data from the inventories are entered into a computer to form a complete case record for all respondents. From this data, computer products are generated and a report is written, based on their analysis.

Survey Sample

Incumbents were selected to participate in this survey to ensure an accurate representation across all MAJCOM and paygrade groups. Tables 1 and 2 display the distribution of assigned and sampled personnel by major command and paygrade groups, respectively. Table 3 reflects the distribution of the survey sample in terms of months Time in Career Field (TICF). As demonstrated by these tables, the overall sample was representative of the career ladder populations as a whole.

TABLE 1
COMMAND REPRESENTATION*

| <u>COMMAND</u> | <u>PERCENT OF 100X0 ASSIGNED</u> | <u>PERCENT OF 100X0 SAMPLE</u> | <u>PERCENT OF 99607 ASSIGNED</u> | <u>PERCENT OF 99607 SAMPLE</u> |
|----------------|--|--|--|--|
| SAC | 22 | 24 | 27 | 29 |
| TAC | 17 | 17 | 17 | 19 |
| MAC | 14 | 15 | 17 | 11 |
| USAFE | 11 | 11 | 10 | 10 |
| ATC | 11 | 11 | 12 | 13 |
| AFCC | 10 | 10 | 0 | 0 |
| PACAF | 5 | 4 | 7 | 7 |
| AFSC | 4 | 3 | 4 | 5 |
| AFLC | 2 | 2 | 4 | 5 |
| ESC | 2 | 2 | 0 | 0 |
| OTHER | 2 | 1 | 2 | 1 |
| TOTAL | 100 | 100 | 100 | 100 |

Total 100X0 Assigned - 1,631

Total 100X0 Eligible - 1,362

Total in Sample - 1,159

Percent of Assigned in Sample - 71%

Percent of Eligible in Sample - 85%

Total 99607 Assigned - 90

Total 99607 Eligible - 79

Total in Sample - 67

Percent of Assigned in Sample - 74%

Percent of Eligible in Sample - 85%

Total Assigned - 1,721

Total Eligible for Survey - 1,441

Total in Sample - 1,226

Percent of Assigned in Sample - 71%

Percent of Eligible in Sample - 85%

* As of July 1982

TABLE 2
PAYGRADE REPRESENTATION

| <u>PAYGRADE</u> | <u>PERCENT OF 100X0 ASSIGNED</u> | <u>PERCENT OF 100X0 IN SAMPLE</u> | <u>PERCENT OF 99607 ASSIGNED</u> | <u>PERCENT OF 99607 IN SAMPLE</u> |
|-----------------|--|---|--|---|
| E-6 | 1 | - | - | - |
| E-7 | 61 | 65 | 61 | 68 |
| E-8 | 31 | 27 | 32 | 24 |
| E-9 | 7 | 8 | 6 | 8 |

TABLE 3
TAFMS DISTRIBUTION OF SURVEY SAMPLE

| | MONTHS TIME IN SERVICE | | | |
|-----------------------------|------------------------|----------------|----------------|-------------|
| | <u>96-144</u> | <u>145-192</u> | <u>193-240</u> | <u>240+</u> |
| NUMBER IN AFS 100X0 SAMPLE | 1 | 83 | 397 | 666 |
| PERCENT IN AFS 100X0 SAMPLE | - | 7% | 35% | 58% |
| NUMBER IN AFS 99607 SAMPLE | 0 | 12 | 25 | 25 |
| PERCENT IN AFS 99607 SAMPLE | 0 | 19% | 40% | 40% |

Task Factor Administration

In addition to completing a job inventory, selected senior personnel were asked to complete a second booklet for either task difficulty or training emphasis. The task difficulty and training emphasis rating booklets were processed separately from the job inventories. These ratings were then used in a number of different analyses discussed in more detail within the report.

Task Difficulty. Each NCO completing a task difficulty booklet was asked to rate all of the tasks on a 9-point scale from extremely low to extremely high difficulty, with difficulty defined as the length of time it takes an average incumbent to learn to do the task. Ratings then were adjusted so tasks of average difficulty reflect a rating of 5.00 and a standard deviation of 1.0. Task difficulty data were independently collected from 62 experienced personnel stationed worldwide (see Table 4). The interrater reliability (as assessed through components of variance of standard group means) of .95 for these 100X0 and 99607 combined (.92 and .90, respectively) raters reflected very high agreement. The resulting data was a rank ordering of tasks indicating a relative degree of difficulty for each task in the inventory.

Training Emphasis. Individuals completing training emphasis booklets were asked to rate all of the tasks on a 10-point scale from no training required to extremely heavy training required. This data was used to calculate a rank ordering of tasks indicating where the emphasis should be placed on structured training for first-job personnel in the 100X0 and 99607 career ladders. Structured training is defined as training provided at resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal OJT, or any other organized training method.

Training emphasis data were independently collected from 96 experienced personnel stationed worldwide (see Table 4). The combined interrater reliability for AFSs 100X0 and 99607 (as assessed through components of variance of standard group means) for these raters was .97, indicating a very high agreement among raters as to which tasks required some form of structured training and which did not. In these specialties, tasks rated high in training emphasis show combined ratings of 3.55 (separate ratings of 4.04 and 3.64 for AFSs 100X0 and 99607, respectively) or above (one standard deviation above the mean); the average training emphasis rating was 2.06.

When used in conjunction with other factors, such as percent members performing, task difficulty and training emphasis ratings provide insight into the requirement for training. The information these ratings provide can help improve both training and overall career ladder management.

Training Documents

Occupational survey data are very useful for examining the currency of Course Training Standards (CTS) and Plans of Instruction (POI). These data can indicate areas of a CTS or POI that should be reviewed for additions or deletions, based on percentage of members performing tasks and other task factors.

To assist in this analysis, subject-matter specialists (SMS) at the technical training center compare the job inventory task list with the CTS and POI. Where applicable, the SMSs match each task to the CTS or POI item(s) that best cover that task. Tasks that fit under no present CTS or POI item are left unmatched. Based on this matching, computer products are generated that assist in analyzing the training documents in accordance with ATCR 52-22.

Because survey data are only one of many inputs into training decisions, the result of this training analysis is a recommendation of CTS or POI items for revision by training officials.

Before examining training issues, it is appropriate to first understand the types of First Sergeant jobs.

TABLE 4
COMMAND DISTRIBUTION OF TASK DIFFICULTY
AND TRAINING EMPHASIS RATERS

| COMMAND | PERCENT OF 100XO ASSIGNED | PERCENT OF 100XO TASK DIFF RATERS | PERCENT OF 100XO TNG EMP RATERS | PERCENT OF 99607 ASSIGNED | | PERCENT OF 99607 TASK DIFF RATERS | | PERCENT OF 99607 TNG EMP RATERS | |
|--------------|---------------------------------|--|--|---------------------------------|----------------------------|--|----------------------------|--|----------------------------|
| | | | | 99607 RATERS | 99607 TNG EMP RATERS | 99607 RATERS | 99607 TNG EMP RATERS | 99607 RATERS | 99607 TNG EMP RATERS |
| SAC | 22 | 21 | 21 | 27 | 32 | 30 | 32 | 30 | 32 |
| TAC | 17 | 19 | 19 | 17 | 18 | 18 | 16 | 16 | 16 |
| MAC | 14 | 15 | 15 | 17 | 16 | 16 | 16 | 16 | 16 |
| ATC | 11 | 11 | 11 | 10 | 14 | 14 | 12 | 12 | 12 |
| USAFE | 11 | 11 | 11 | 12 | 6 | 6 | 8 | 8 | 8 |
| AFCC | 10 | 9 | 9 | 0 | 0 | 0 | 0 | 0 | 0 |
| PACAF | 5 | 4 | 4 | 7 | 6 | 6 | 6 | 6 | 6 |
| AFSC | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |
| AFLC | 2 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |
| ESC | 2 | 3 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| AAC | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 2 | 2 |
| USAF ACADEMY | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| OTHER | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

SPECIALTY JOBS

Within most career ladders, there are usually a number of different jobs performed. The jobs may differ due to the tasks being performed, varying amounts of time spent performing the tasks, or the number of tasks the incumbents perform. Background variables, such as major work areas, job title, and major command, usually correlate with differences in task performance and help explain why the differences exist.

The responses of all job incumbents were compared in terms of tasks performed and the time spent on those tasks. A detailed analysis of these data was made and no major differences were noted nor distinct job groups identified. The groupings of incumbents were highly similar on the types of tasks performed. Some minor variations were noted, based on the relative time spent on various types of tasks, and there were a few differences where some tasks were performed simply because a 99607 incumbent was assigned in a medical unit. Overall, however, the regular and medical First Sergeants were in mixed job groups (both 100X0 and 99607 personnel).

Since the normal grouping process failed to identify distinct job types which were substantially different from one another, the groups will not be dealt with further. Rather, the analysis was reoriented to focus on the differences and similarities of the two classifications (medical versus regular First Sergeants). This analysis will highlight the characteristics of both groups, their job attitudes, and their opinions about the required background for their work.

Description of First Sergeant Specialties

The relative size of the two specialties is shown in Table 5. Note that the Medical First Sergeants are only 6 percent of the sample; the vast majority (94 percent) of all First Sergeants are not assigned to medical units.

While the average grade of regular and Medical First Sergeants is about the same, the Medical First Sergeants have substantially more time in their career field than the regular First Sergeants (62 months versus 42 months). This may be a function of most First Sergeants entering their specialty at a later point in their career than is the case for Medical First Sergeants; this is indicated by the higher time in service for 100X0 personnel (249 months average versus 232 for Medical First Sergeants).

The average number of tasks performed is substantially higher for Medical First Sergeants than for AFS 100X0 personnel (179 versus 158), which suggests a somewhat broader job. The average task difficulty of tasks performed by the two groups is the same (4.8 versus 4.9), which reflects that the additional tasks performed by Medical First Sergeants are not any more difficult than the tasks other First Sergeants perform.

TABLE 5
CHARACTERISTICS OF FIRST SERGEANTS (AFS 100X0)
AND MEDICAL FIRST SERGEANTS (SDI 99607)

| | <u>100X0 FIRST SERGEANT</u> | <u>99607 MEDICAL FIRST SERGEANT</u> |
|---|---------------------------------|---|
| NUMBER IN GROUP | 1,147* | 62* |
| PERCENT OF SAMPLE | 94% | 6% |
| PERCENT IN CONUS | 74% | 82% |
| AVERAGE GRADE | E-7 | E-7 |
| AVERAGE MONTHS IN CAREER FIELD | 42 | 62 |
| AVERAGE MONTHS IN SERVICE | 249 | 232 |
| AVERAGE NUMBER OF TASKS PERFORMED | 158 | 179 |
| **ATDPUTS | 4.8 | 4.9 |
| JOB DIFFICULTY INDEX (JDI) (AVERAGE JDI = 13.00) | 12.95 | 14.66 |

* Number differs from total sample shown in Table 1 due to minor AFSC coding errors

** Average Task Difficulty Per Unit Time Spent

Comparison of First Sergeant Specialties

This section compares the two First Sergeant specialties to highlight important differences and similarities. Tables 6 through 12 present summary data on several characteristics for which we can compare both AFS 100X0 and SDI 99607.

As shown in Table 6, there were no differences in time spent on the 12 basic duties that comprise both specialties. All duties reflected a difference of only 3 percent or less. This finding further highlights the highly similar jobs being performed by both specialties.

Examples of common tasks performed by Line and Medical First Sergeants reflect an extremely high percent members performing (see Table 7). Examination of the tasks revealed that these incumbents are concerned primarily with the smooth operation of the unit. When we look at tasks performed largely by Medical First Sergeants (see Table 8), we find only a slightly different picture. Of the top 20 tasks performed, only 2 are uniquely medically oriented, i.e., conduct internal compliance inspections as directed by medical resource management officer, and provide supervisory or technical assistance in medical or dental areas of technical expertise. Other tasks that are performed by higher percentages of 99607 personnel may be a function of the hospital setting. Such tasks include: direct administrative control of meal cards, monitor issuance of meal cards, issue meal cards, supervise military personnel with AFSCs other than 702X0, and research publications or directives for administrative requirements.

Table 9 summarizes the source of assignment to the First Sergeant career field for both AFS 100X0 and SDI 99607 personnel. Some differences were noted. Over three-fourths (79%) of AFS 100X0 personnel retrained from another specialty. In the case of SDI 99607 personnel, only 40% retrained from another specialty, while 34% said they were not assigned as Medical First Sergeants by any of the methods listed in the Job Inventory. It is also interesting to note that a higher percentage of Medical First Sergeants indicated they completed resident technical training than Line First Sergeants (18% versus 5%).

As pertains to the survey question, "How would you rate the importance of having an operational background consistent with the unit you are assigned?", the findings were interesting (see Table 10). This question was rated on a 9-point scale, 1 being "little or no importance" and 9 being "absolutely essential." Note that when we compare the responses of both the AFS 100X0 and SDI 99607 groups, we find a significantly large disparity. Only 50 percent of AFS 100X0 personnel rate the question "about average importance" to "absolutely essential" while 71 percent of SDI 99607 incumbents responded to these categories. Thus, more Medical First Sergeants consider a related background to be important than do Line First Sergeants.

When we analyze the data regarding the question, "How difficult would it be for you to be the unit's First Sergeant without an operational background consistent with the unit's mission?", we again found a significant difference. This question was rated on a 9-point scale, 1 being "extremely low" and 9 being "extremely high." Incumbents were asked to respond to the question as pertains to 17 different types of units (see Table 11 for unit listing). Note that when we compare the ratings given by both AFS 100X0 and SDI 99607 the Medical First Sergeants consistently gave a high rating to all of the types of units, with the exception of one, Basic Military Training, where the ratings were even. Of the 16 remaining units, 10 have differences greater than 10 percentage points or more. It is interesting to note that Line First Sergeants gave fairly even ratings to Medical Centers and Medical Clinics (28 and 25 percent, respectively), while Medical First Sergeants gave ratings of 50 and 36 percent, respectively, for the same units, for a 14 percent difference. When we take a look at the top three areas rated very difficult for both specialties, we see some notable findings. While Line First Sergeants gave their highest ratings to Medical Centers (28 percent), Medical Clinics (25 percent), and Security Police (24 percent), Medical First Sergeants gave their highest ratings to the following units in the order given: Medical Center (50 percent), Missile Maintenance (45 percent), and Aircraft Maintenance (40 percent). Note that the highest rating for both AFS 100X0 and SDI 99607 was given to the Medical Center. It is clear that, while only one-fourth of Line First Sergeants, but 50 percent of Medical First Sergeants, gave high ratings, both fully recognize the difficulty involved in being First Sergeant of a Medical Center. This finding may be further evidenced by the difference in ratings given by SDI 99607 incumbents to Medical Centers and Medical Clinics, 50 percent versus 36 percent, respectively.

Another interesting comparison between the two specialties concerns job satisfaction. Table 12 shows how each group felt about their job in terms of how interesting they found it, how well their talents and training were used, how satisfied they were with the sense of accomplishment their job brought them, and whether they planned to reenlist. Overall, job satisfaction indices are extremely high for both specialties, with very little difference noted.

Overall, the data suggest that Medical First Sergeants perceive a greater difficulty in being able to perform the job as First Sergeant without appropriate background in a specific unit's mission than do Line First Sergeants.

Summary

The foregoing data suggests that there are many general duties and tasks performed commonly across both specialties, with the differences being in percent time spent or percent members performing specific tasks. The fact that ATDPUTS and JDI are essentially the same lends credence to the idea that the lack of difference in how First Sergeants are utilized by line and medical units reflects a uniform role of First Sergeants as a whole.

TABLE 6
RELATIVE PERCENT TIME SPENT ON DUTIES BY AFS 100X0/SDI 99607 GROUPS

| <u>DUTIES</u> | <u>ALL</u> | <u>110X0</u> | <u>ALL</u> | <u>99607</u> |
|--|------------|--------------|------------|--------------|
| A PERFORMING COMMUNICATIONS FUNCTIONS | 11 | | 11 | 11 |
| B MANAGING AND PARTICIPATING IN COUNCILS, BOARDS, AND MEETINGS | 6 | | 5 | 5 |
| C PERFORMING PERSONNEL RELATIONS AND MANPOWER MANAGEMENT FUNCTIONS | 26 | | 24 | |
| D MAINTAINING STANDARDS AND DISCIPLINE | 22 | | 19 | |
| E PERFORMING TRAINING FUNCTIONS | 2 | | 3 | |
| F CONTROLLING AND DIRECTING | 8 | | 10 | |
| G CONDUCTING INSPECTIONS AND INVESTIGATIONS | 4 | | 4 | |
| H PERFORMING EVALUATION FUNCTIONS | 6 | | 7 | |
| I PERFORMING PLANNING AND PROGRAM DEVELOPMENT FUNCTIONS | 3 | | 5 | |
| J PERFORMING FINANCIAL AND MATERIAL MANAGEMENT FUNCTIONS | 2 | | 2 | |
| K PERFORMING SAFETY AND SECURITY FUNCTIONS | 2 | | 3 | |
| L PERFORMING SOCIAL AND CEREMONIAL FUNCTIONS | 8 | | 7 | |
| TOTAL | 100 | | 100 | |

TABLE 7
EXAMPLES OF COMMON TASKS PERFORMED BY
LINE AND MEDICAL FIRST SERGEANTS

| TASK | PERCENT MEMBERS PERFORMING (N=1,226) |
|---|---|
| D116 ADVISE COMMANDER ON DISCIPLINARY MATERS | 96 |
| A9 GATHER INFORMATION INFORMALLY BY TELEPHONE OR IN FACE-TO-FACE CONVERSATION | 96 |
| D125 COUNSEL PERSONNEL ON BAD CHECKS | 96 |
| D127 COUNSEL PERSONNEL ON PROBLEMS OF INDEBTEDNESS | 96 |
| D126 COUNSEL PERSONNEL ON MILITARY CUSTOMS, COURTESY, OR CONDUCT | 96 |
| D122 CONFER WITH SUPERVISORS OF ASSIGNED PERSONNEL ON POSSIBLE PROBLEMS, SUCH AS WORK STANDARDS OR PERSONAL APPEARANCE | 95 |
| L359 ATTEND LUNCHEONS OR BANQUETS | 95 |
| D120 CONDUCT DORMITORY INSPECTIONS | 95 |
| C61 COUNSEL SUBORDINATES ON PERSONAL MATTERS, SUCH AS DOMESTIC MATTERS OR EMOTIONAL STRESS | 95 |
| D143 RECOMMEND DISCIPLINARY OR CORRECTIVE ACTIONS | 95 |
| D132 ENFORCE DISCIPLINE AS ORDERED BY COMMANDER | 95 |
| D146 REVIEW TRAFFIC VIOLATIONS TO DETERMINE IF DISCIPLINARY ACTION IS REQUIRED | 95 |
| C67 DOCUMENT COUNSELING SESSIONS | 94 |
| C58 BRIEF UNIT COMMANDER ON STATUS OF UNIT'S OPERATIONS OR MORALE | 94 |
| C91 ORIENT NEWLY ASSIGNED PERSONNEL | 94 |
| D118 ASSIST COMMANDER IN PREPARING OR CONDUCTING COMMANDER'S CALL | 94 |
| A29 WRITE MEMOS FOR RECORD | 94 |
| C92 PERFORM VISITS TO UNIT PERSONNEL IN HOSPITALS | 93 |
| C102 REFER MILITARY OR THEIR DEPENDENTS TO SERVICE OR WELFARE AGENCIES | 93 |
| C104 RESOLVE SUBORDINATES' PERSONAL PROBLEMS, COMPLAINTS, OR GRIEVANCES | 93 |
| D134 INSPECT PERSONNEL FOR COMPLIANCE WITH MILITARY STANDARDS | 93 |
| C63 COUNSEL UNIT PERSONNEL ON DRUGS OR ALCOHOL ABUSE | 93 |
| D117 ARRANGE FOR RELEASE OF PERSONNEL APPREHENDED BY LAW ENFORCEMENT AUTHORITIES | 93 |
| A2 APPROVE OR SIGN OFFICIAL LETTERS OR MEMORANDA AS UNIT REPRESENTATIVE | 93 |
| C90 MONITOR UNIT UNFAVORABLE INFORMATION FILES (UIF) | 92 |
| D135 MONITOR PROGRESS OF PERSONNEL WHO FAIL TO MAINTAIN STANDARDS | 92 |
| D121 CONFER WITH LAW ENFORCEMENT AGENCIES ON MATTERS PERTAINING TO UNIT PERSONNEL | 92 |
| C65 DEVELOP PROGRAMS TO UPGRADE OR IMPROVE MORALE OR QUALITY OF LIFE | 92 |
| D140 PROVIDE DOCUMENTATION FOR UNFAVORABLE INFORMATION FILES (UIF) | 92 |
| C62 COUNSEL SUBORDINATES ON PROFESSIONAL DEVELOPMENT, SUCH AS PROMOTION, EDUCATION, OR CAREER OPPORTUNITIES | 91 |
| • • | • |
| • • | • |

TABLE 8
EXAMPLES OF TASK PERFORMED LARGELY BY MEDICAL FIRST SERGEANTS

| <u>TASKS</u> | <u>PERCENT MEMBERS PERFORMING</u> | | |
|--|-----------------------------------|-------------------------------|------------|
| | <u>SDI 99607 (N=62)</u> | <u>AFS 100X0 (N=1147)</u> | <u>DIF</u> |
| G239 CONDUCT INTERNAL COMPLIANCE INSPECTIONS AS DIRECTED BY MEDICAL RESOURCE MANAGEMENT OFFICE | 60 | 9 | +51 |
| F208 DIRECT ADMINISTRATIVE CONTROLS OF MEAL CARDS | 84 | 40 | +44 |
| C101 PROVIDE SUPERVISORY OR TECHNICAL ASSISTANCE IN MEDICAL OR DENTAL AREAS OF TECHNICAL EXPERTISE | 48 | 9 | +39 |
| F199 COORDINATE ON MISSION-RELATED ACTIVITIES WITH REPRESENTATIVES OF ALL ECHELONS | 73 | 38 | +35 |
| C81 MONITOR ISSUE OF MEAL CARDS | 84 | 55 | +29 |
| E180 MONITOR MAINTENANCE OF AF FORMS 991 (ANCILLARY TRAINING RECORDS) | 53 | 25 | +28 |
| F236 SUPERVISE MILITARY PERSONNEL WITH AFSCs OTHER THAN 702X0 | 69 | 42 | +27 |
| F206 DETERMINE WORK PRIORITIES | 61 | 36 | +25 |
| C75 ISSUE MEAL CARDS | 40 | 16 | +24 |
| I297 DEVELOP GOALS OR OBJECTIVES FOR FUTURE OPERATIONS | 44 | 20 | +24 |
| H264 EVALUATE INSPECTION REPORTS OR PROCEDURES | 56 | 33 | +23 |
| C103 RESEARCH PUBLICATIONS OR DIRECTIVES FOR ADMINISTRATIVE REQUIREMENTS | 87 | 64 | +23 |
| I290 DETERMINE MANNING REQUIREMENTS FOR CURRENT OPERATIONS | 39 | 16 | +22 |
| E154 CONDUCT ON-THE-JOB TRAINING (OJT) | 35 | 13 | +22 |
| I301 DEVELOP METHODS OR PROCEDURES FOR CURRENT OPERATIONS | 37 | 15 | +22 |
| F210 DIRECT MAINTENANCE OR DISPOSITION OF DOCUMENTATION FILES | 39 | 17 | +22 |
| F229 RECOMMEND IMPROVEMENTS IN JOB OR TASK PROCESSES TO INCREASE PRODUCTIVITY OR JOB SATISFACTION | 56 | 35 | 21 |
| I306 ESTABLISH PERFORMANCE STANDARDS FOR SUBORDINATES | 58 | 38 | +20 |
| K340 DISSEMINATE SECURITY STANDARDS OR INFORMATION | 45 | 25 | +20 |

TABLE 9
SOURCE OF ASSIGNMENT TO PRESENT CAREER LADDER

| | <u>100X0</u> <u>1ST SGT</u> | <u>99607</u> <u>MEDICAL</u> <u>1ST SGT</u> |
|---|--------------------------------|--|
| COMPLETED RESIDENT TECHNICAL TRAINING | 5 | 18 |
| RECLASSIFIED WITHOUT COMPLETING TECHNICAL TRAINING OR OJT | 2 | 2 |
| CONVERTED FROM ANOTHER AF SPECIALTY WITHOUT TRAINING BY CLASSIFICATION BOARD ACTION | 5 | 3 |
| RETRAINED FROM ANOTHER SPECIALTY | 79 | 40 |
| REENLISTED AFTER PRIOR SERVICE IN USAF OR FROM ANOTHER BRANCH OF SERVICE | - | 2 |
| NOT ASSIGNED TO MY CAREER LADDER BY ANY OF THE ABOVE METHODS | 8 | 34 |

NOTE: Columns may not total 100 percent due to no response

TABLE 10
IMPORTANCE OF OPERATIONAL BACKGROUND CONSISTENT
WITH UNIT ASSIGNMENT

| | <u>100X0</u> <u>1ST SGT</u> | <u>99607</u> <u>MEDICAL</u> <u>1ST SGT</u> |
|-----------------------------------|--------------------------------|--|
| ABSOLUTELY ESSENTIAL | 3 | 14 |
| EXTREMELY IMPORTANT | 8 | 36 |
| VERY IMPORTANT | 13 | 16 |
| ABOVE AVERAGE IMPORTANCE | 9 | 2 |
| ABOUT AVERAGE IMPORTANCE | 13 | 3 |
| SLIGHTLY BELOW AVERAGE IMPORTANCE | 3 | - |
| BELOW AVERAGE IMPORTANCE | 5 | 2 |
| MUCH BELOW AVERAGE IMPORTANCE | 2 | 2 |
| LITTLE OR NO IMPORTANCE | 32 | 10 |

NOTE: Columns may not total 100 percent due to no response

TABLE 11
FIRST SERGEANT JOB DIFFICULTY WITHOUT BACKGROUND IN UNIT MISSION

| | PERCENT RATING HIGH-EXTREMELY HIGH | | |
|---------------------------------------|------------------------------------|-----------------|------------|
| | 100X0 (N=1,147) | 99607 (N=62) | DIFFERENCE |
| AIRCRAFT MAINTENANCE | 20 | 40 | -20* |
| BASIC MILITARY TRAINING | 8 | 8 | -0 |
| CIVIL ENGINEERING | 8 | 18 | -10* |
| COMMUNICATIONS | 14 | 23 | -9 |
| COMPUTER SERVICES | 17 | 28 | -11* |
| FLYING UNIT | 16 | 39 | -23* |
| HQ SQUADRON SECTION | 9 | 13 | -4 |
| MEDICAL CENTER | 28 | 50 | -22* |
| MEDICAL CLINIC | 25 | 36 | -11* |
| MISSILE MAINTENANCE | 20 | 45 | -25* |
| MAINTENANCE, NOT AIRCRAFT MAINTENANCE | 13 | 36 | -23* |
| SECURITY POLICE | 24 | 37 | -13* |
| SERVICES | 4 | 6 | -2 |
| SUPPLY | 5 | 15 | -10* |
| TECHNICAL TRAINING | 7 | 13 | -6 |
| TRANSPORTATION | 4 | 11 | -7 |
| WEATHER | 7 | 13 | -6 |

* = 10 Percent difference or higher

TABLE 12
JOB SATISFACTION INDICES FOR BOTH FIRST SERGEANTS
AFSs 100X0/99607

| | <u>100X0 FIRST SERGEANT (N=1,147)</u> | <u>99607 MEDICAL FIRST SERGEANT (N=62)</u> |
|---|---|--|
| <u>I FIND MY JOB:</u> | | |
| INTERESTING | 95 | 98 |
| SO-SO | 2 | 0 |
| DULL | 1 | 2 |
| <u>MY JOB UTILIZES MY TALENTS:</u> | | |
| FAIRLY WELL TO PERFECTLY | 97 | 98 |
| VERY LITTLE OR NOT AT ALL | 3 | 2 |
| <u>MY JOB UTILIZES MY TRAINING:</u> | | |
| FAIRLY WELL TO PERFECTLY | 95 | 95 |
| VERY LITTLE OR NOT AT ALL | 4 | 4 |
| <u>THE SENSE OF ACCOMPLISHMENT GAINED FROM MY JOB LEAVES ME:</u> | | |
| SATISFIED | 91 | 87 |
| AMBIVALENT | 3 | 8 |
| DISSATISFIED | 5 | 5 |
| <u>MY REENLISTMENT INTENTIONS ARE:</u> | | |
| YES | 61 | 61 |
| NO | 13 | 11 |
| NO, I WILL RETIRE WITH AT LEAST 20 YEARS ACTIVE MILITARY SERVICE | 25 | 27 |

NOTE: Columns may not total 100 percent due to no response

ANALYSIS OF TICF* GROUPS

Utilization patterns for survey respondents in different Time In Career Field (TICF) groups were reviewed to determine if there were differences in tasks performed.

It is generally true in most Air Force specialties that, as time in career field increases, there is a corresponding increase in performance of higher level duties involving supervisory and managerial functions. However, analysis of AFS 100X0 and SDI 99607 data show no significant difference in jobs performed, as time in career field increased (see Table 13). This lack of difference between AFS 100X0 and SDI 99607 experience-level groups suggests that a First Sergeant is a First Sergeant and performs a similar job, no matter how long he or she has been in the career field.

* Time In Career Field

TABLE 13
RELATIVE PERCENT TIME SPENT ON DUTIES BY COMBINED 100X0/99607 TICF GROUPS

| DUTIES | 1-24 (N=429) | 25-48 (N=417) | 49-48 (N=846) | 49-96 (N=26) | 97-144 (N=59) | 145-192 (N=23) | 193-240 (N=7) | 241+ (N=9) |
|--|-----------------|------------------|------------------|-----------------|------------------|-------------------|------------------|---------------|
| A PERFORMING COMMUNICATIONS FUNCTIONS | 10 | 11 | 11 | 11 | 10 | 11 | 13 | 11 |
| B MANAGING AND PARTICIPATING IN COUNCILS, BOARDS, AND MEETINGS | 5 | 6 | 6 | 6 | 6 | 6 | 5 | 5 |
| C PERFORMING PERSONNEL RELATIONS AND MANPOWER MANAGEMENT FUNCTIONS | 28 | 27 | 27 | 26 | 27 | 25 | 17 | 25 |
| D MAINTAINING STANDARDS AND DISCIPLINE | 23 | 22 | 22 | 21 | 20 | 20 | 19 | |
| E PERFORMING TRAINING FUNCTIONS | 2 | 2 | 2 | 2 | 2 | 3 | 5 | 5 |
| F CONTROLLING AND DIRECTING | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 9 |
| G CONDUCTING INSPECTIONS AND INVESTIGATIONS | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 |
| H PERFORMING EVALUATION FUNCTIONS | 5 | 5 | 5 | 6 | 7 | 6 | 9 | 6 |
| I PERFORMING PLANNING AND PROGRAM DEVELOPMENT FUNCTIONS | 3 | 3 | 3 | 4 | 4 | 4 | 6 | 4 |
| J PERFORMING FINANCIAL AND MATERIAL MANAGEMENT FUNCTIONS | 2 | 2 | 2 | 2 | 2 | 2 | 4 | 1 |
| K PERFORMING SAFETY AND SECURITY FUNCTIONS | 2 | 2 | 2 | 2 | 2 | 2 | 4 | 4 |
| L PERFORMING SOCIAL AND CEREMONIAL FUNCTIONS | 8 | 8 | 8 | 8 | 8 | 9 | 7 | 6 |
| TOTAL | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |

Job Attitudes

Comparison of group perceptions of their jobs help career field managers understand some of the factors which may affect the job performance of today's airmen. These perceptions were captured by four job attitude questions covering job interest, perceived utilization of talents and training, and reenlistment intentions. Tables 14 and 15 present data displaying the responses of selected TICF groups. The results of the comparison of combined TICF groups are extremely high for all job satisfaction indicators (see Table 14). Retirement intentions for the 97+ months TICF group is very high (49 percent versus 27 percent for both the 1-48 and 49-96 months TICF groups). Although the data do not show why this increase occurred, it is probably due to increased TAFMS. However, when comparing separate AFS 100X0 and SDI 99607 job satisfaction indices, the results are less positive for the Medical First Sergeant 49-96 and 97+ months TICF.

TABLE 14
COMPARISON OF JOB SATISFACTION INDICATORS FOR COMBINED 100X0/99607 TICF GROUPS

| | 1-48 MONTHS TICF 100X0/99607 (N=846) | 49-96 MONTHS TICF 100X0/99607 (N=276) | 97+ MONTHS TICF 100X0/99607 (N=98) |
|---|--|---|--|
| <u>I FIND MY JOB:</u> | | | |
| INTERESTING | 95 | 97 | 95 |
| SO-SO | 3 | - | 2 |
| DULL | 1 | 1 | 0 |
| <u>MY JOB UTILIZES MY TALENTS:</u> | | | |
| FAIRLY WELL TO PERFECTLY | | | |
| LITTLE OR NOT AT ALL | 97 | 97 | 93 |
| 2 | 2 | 5 | 5 |
| <u>MY JOB UTILIZES MY TRAINING:</u> | | | |
| FAIRLY WELL TO PERFECTLY | | | |
| LITTLE OR NOT AT ALL | 95 | 95 | 95 |
| 4 | 4 | 4 | 4 |
| <u>THE SENSE OF ACCOMPLISHMENT GAINED FROM MY JOB LEAVES ME</u> | | | |
| SATISFIED | 91 | 91 | 88 |
| AMBIVALENT | 3 | 4 | 3 |
| DISSATISFIED | 5 | 4 | 6 |
| <u>MY REENLISTMENT INTENTIONS ARE:</u> | | | |
| YES | 65 | 56 | 44 |
| NO | 13 | 16 | 6 |
| NO, I WILL RETIRE WITH AT LEAST 20 YEARS ACTIVE MILITARY SERVICE | 22 | 27 | 49 |

Columns may not add to 100 percent due to nonresponses and rounding

TABLE 15
COMPARISON OF JOB SATISFACTION INDICATORS BY TICF GROUPS
(Percent Members Responding)

| | 1-48 MONTHS TICF 100X0 (N=798) | | | 49-96 MONTHS TICF 100X0 (N=263) | | | 97+ MONTHS TICF 100X0 (N=82) | | |
|--|--------------------------------------|----|----|---------------------------------------|-----|----|------------------------------------|-----|-----|
| | 99607 (N=42) | | | 99607 (N=6) | | | 99607 (N=12) | | |
| <u>I FIND MY JOB:</u> | | | | | | | | | |
| INTERESTING | 95 | 98 | 97 | 97 | 100 | 95 | 95 | 100 | 100 |
| SO-SO | 3 | 0 | - | 1 | 0 | 1 | 1 | 0 | 0 |
| DULL | 1 | 2 | 1 | 2 | 0 | 0 | 0 | 0 | 0 |
| <u>MY JOB UTILIZES MY TALENTS:</u> | | | | | | | | | |
| FAIRLY WELL TO PERFECTLY | 97 | 97 | 97 | 97 | 83 | 93 | 93 | 100 | 100 |
| LITTLE OR NOT AT ALL | 3 | 2 | 2 | 2 | 17 | 5 | 5 | 0 | 0 |
| <u>MY JOB UTILIZES MY TRAINING:</u> | | | | | | | | | |
| FAIRLY WELL TO PERFECTLY | 95 | 95 | 96 | 83 | 92 | 92 | 92 | 100 | 100 |
| LITTLE OR NOT AT ALL | 4 | 3 | 3 | 17 | 5 | 5 | 5 | 0 | 0 |
| <u>THE SENSE OF ACCOMPLISHMENT GAINED FROM MY JOB LEAVES ME</u> | | | | | | | | | |
| SATISFIED | 91 | 93 | 92 | 67 | 75 | 90 | 75 | 67 | 67 |
| AMBIVALENT | 4 | 2 | 3 | 33 | 17 | 1 | 1 | 0 | 17 |
| DISSATISFIED | 5 | 5 | 4 | 0 | 5 | 5 | 5 | 8 | 8 |
| <u>MY REENLISTMENT INTENTIONS ARE:</u> | | | | | | | | | |
| YES | 65 | 60 | 55 | 67 | 40 | 40 | 40 | 67 | 67 |
| NO | 13 | 12 | 16 | 0 | 5 | 5 | 5 | 17 | 17 |
| NO, I WILL RETIRE WITH AT LEAST 20 YEARS ACTIVE MILITARY SERVICE | 22 | 29 | 27 | 33 | 54 | 54 | 54 | 17 | 17 |

Columns may not add to 100 percent due to nonresponses and rounding

ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS

Survey data were compared to AFR 39-1 Specialty Descriptions for both AFS 100X0 and the 99607 Special Duty Identifier, both dated 1 January 1982. Both job descriptions for AFS 100X0 and SDI 99607 are essentially the same. The only discernable difference is the inclusion of statements such as: ". . . responsibility to medical squadron section commander. . . ." as opposed to: ". . . responsible to commander . . .," but the content is otherwise very similar.

As pertains to the Special Duty Qualifications, SDI 99607 entry requires personnel be qualified at 7- or 9-skill level in an AFS in the 90XXX, 91XXX, or 92XXX career field. Other than the above and minor grammatical differences, both descriptions are the same. The descriptions appear complete and accurately reflect both AFS 100X0 and SDI 99607 duties and responsibilities.

TRAINING ANALYSIS

Occupational survey data are one of the many sources of information which can be used to assist in the development or review of a training program which is relevant to the needs of personnel working in their first assignment within a career ladder. Factors which may be used in evaluating training are the percent of first-job (1-24 months TICF) or first four years as a First Sergeant, along with training emphasis and task difficulty ratings (previously explained in the SURVEY METHODOLOGY section). These factors were used in evaluating the Course Training Standard (CTS) and the Plan of Instruction (POI) for the joint 100X0 and 99607 course. Technical school personnel from the Keesler Technical Training Center, Keesler AFB, Mississippi, matched inventory tasks to appropriate sections of the CTS and POI for Course E3AZR10090 000. It was this matching upon which comparisons were based. It should be noted that comments and tables presented in this section pertaining to questionable elements (or lack of elements) in the training documents are intended to highlight what appear to be possible problem areas. A complete computer listing reflecting the percent members performing, training emphasis ratings, and task difficulty ratings for each task, along with CTS and POI matchings, has been forwarded to the technical school for their use in further detailed reviews of training documents. A summary of that information is described below.

Training Emphasis

Table 16 lists the top 25 tasks which raters indicated were the most important for training new First Sergeants (as indicated by TE ratings); they are shown to provide some idea of the kinds of tasks senior technicians consider should be trained. Note that all of these tasks are performed by very large percentages of all First Sergeants. Thus, training such tasks can be very cost-effective.

Course Training Standards (CTS)

A comprehensive review of CTS E3AZR10090 000, dated 4 May 1982, compared CTS items to survey data. CTS paragraphs containing general information or subject-matter knowledge requirements were not matched. The CTS, generally, provides comprehensive coverage of the significant tasks performed, with survey data supporting significant paragraphs or subparagraphs. Tasks not matched to any elements of the CTS are listed at the end of the CTS computer listing. These were reviewed to determine if they were concentrated around some common functions. There were 39 tasks not referenced which were performed by 30 percent or more members (See Table 17 for examples of the tasks not referenced.) Note that none of these tasks not referenced is rated high in Training Emphasis (3.55 or higher); thus, all of the most important tasks for training are included in the CTS.) A complete listing of these unreferenced tasks is included in the Training Extract of computer products provided with this report. All tasks not referenced need to be examined to determine if they should be added to the CTS.

TABLE 16
EXAMPLES OF TASKS CONSIDERED IMPORTANT FOR TRAINING

| TASKS | TRAINING EMPHASIS | TASK DIFFICULTY | PERCENT MEMBERS PERFORMING ALL 100X0/99607 (N=1226) | |
|---|----------------------|--------------------|--|------|
| | | | 6.54 | 6.72 |
| D136 PROCESS SEPARATION ACTIONS | 6.52 | 6.27 | 70 | 88 |
| D137 PROVIDE DOCUMENTATION FOR ADMINISTRATIVE SEPARATIONS | 6.52 | 6.27 | | |
| C61 COUNSEL SUBORDINATES ON PERSONAL MATTERS, SUCH AS DOMESTIC MATTERS OR EMOTIONAL STRESS | 6.03 | 5.85 | 95 | 96 |
| D127 COUNSEL PERSONNEL OR PROBLEMS OF INDEBTEDNESS | 6.09 | 5.32 | 91 | 91 |
| D142 PROVIDE DOCUMENTATION TO SUBSTANTIATE NONJUDICIAL PUNISHMENT ACTIONS | 5.94 | 5.55 | 84 | |
| D138 PROVIDE DOCUMENTATION FOR CONTROL ROSTER ACTIONS | 5.92 | 6.03 | 91 | |
| D114 ADMINISTER CORRECTIVE ACTIONS FOR BREACHES OF DISCIPLINE OR STANDARDS | 5.76 | 4.75 | 96 | |
| D125 COUNSEL PERSONNEL ON BAD CHECKS | 5.71 | 6.08 | 75 | |
| D141 PROVIDE DOCUMENTATION TO SUBSTANTIATE JUDICIAL PUNISHMENT ACTIONS | 5.69 | 6.14 | 93 | |
| C63 COUNSEL UNIT PERSONNEL ON DRUGS OR ALCOHOL ABUSE | 5.69 | 5.21 | 92 | |
| D140 PROVIDE DOCUMENTATION FOR UNFAVORABLE INFORMATION FILES (UIF) | 5.62 | 7.18 | 93 | |
| C104 RESOLVE SUBORDINATES' PERSONAL PROBLEMS, COMPLAINTS, OR GRIEVANCES | | | | |
| C62 COUNSEL SUBORDINATES ON PROFESSIONAL DEVELOPMENT, SUCH AS PROMOTION, EDUCATION, OR CAREER OPPORTUNITIES | 5.50 | 5.83 | 91 | |
| C52 ADVISE OR AID MILITARY DEPENDENTS DURING EMERGENCIES | 5.49 | 6.49 | 90 | |
| D116 ADVISE COMMANDER ON DISCIPLINARY ACTIONS | 5.42 | 5.76 | 97 | |
| D135 REVIEW RECOMMENDATIONS FOR DISCIPLINARY ACTIONS | 5.34 | 4.98 | 91 | |
| C90 MONITOR UNIT UNFAVORABLE INFORMATION FILES (UIF) | 5.24 | 4.01 | 92 | |
| D123 COORDINATE ON PREPARATION OF COURTS-MARTIAL CHARGES WITH BASE LEGAL OFFICE | 5.06 | 5.95 | 67 | |
| D126 COUNSEL MILITARY PERSONNEL ON MILITARY CUSTOMS, COURTESY, OR CONDUCT | 5.04 | 4.58 | 96 | |
| C102 REFER MILITARY OR THEIR DEPENDENTS TO SERVICE OR WELFARE AGENCIES | 4.99 | 4.88 | 93 | |
| D132 ENFORCE DISCIPLINE AS ORDERED BY COMMANDER | 4.78 | 5.21 | 95 | |
| D134 INSPECT PERSONNEL FOR COMPLIANCE WITH MILITARY STANDARDS | 4.78 | 3.90 | 93 | |
| L366 ORGANIZE MILITARY CEREMONIAL FUNCTIONS, SUCH AS DINING- OUTS, RETIREMENTS, OR AWARDS AND DECORATIONS CEREMONIES | 4.70 | 6.07 | 74 | |
| C67 DOCUMENT COUNSELING SESSIONS | 4.62 | 3.69 | 94 | |
| D139 PROVIDE DOCUMENTATION FOR PERSONAL INFORMATION FILES (PIF) | 4.52 | 4.41 | 83 | |

TABLE 17
SAMPLE TASKS NOT REFERENCED TO 11090 CTS
(30 Percent or More Responding)

| TASKS NOT REFERENCED | TRAINING EMPHASIS* | TASK DIFFICULTY** | PERCENT |
|---|--------------------|-------------------|-----------------------|
| | | | MEMBERS PERFORMING |
| A29 WRITE MEMOS FOR RECORD | 2.62 | 3.35 | 94 |
| A2 APPROVE OR SIGN OFFICIAL LETTERS OF MEMORANDA AS UNIT REPRESENTATIVE | 2.03 | 3.55 | 93 |
| A8 DRAFT MESSAGES AND OFFICIAL LETTERS | 3.13 | 5.19 | 89 |
| B45 PARTICIPATE IN STAFF MEETINGS OR BRIEFINGS | 1.97 | 3.39 | 87 |
| F96 CONDUCT INFORMAL VISITS TO SUBORDINATE UNITS OR SECTIONS | 2.99 | 3.59 | 86 |
| A1 ANSWER INQUIRIES PERTAINING TO UNIT ADMINISTRATION OPERATIONS | 2.7 | 4.40 | 86 |
| A24 REVIEW, EDIT, OR COORDINATE ON MINUTES FROM COUNCILS, PANELS, OR BOARDS | 2.12 | 3.85 | 84 |
| A10 GATHER INFORMATION THROUGH STRUCTURES OR FORMAL BRIEFINGS OR MEETINGS OTHER THAN STAFF MEETINGS | 2.35 | 4.08 | 84 |
| A21 PRESENT INFORMAL OR IMPROMPTU BRIEFINGS | 2.90 | 5.22 | 78 |
| C110 REVIEW REQUESTS FROM SUBORDINATES, SUCH AS SCHOOL APPLICATIONS OR OFF-DUTY EMPLOYMENT REQUESTS | 2.04 | 2.97 | 75 |
| K336 COUNSEL UNIT PERSONNEL ON PERSONAL SAFETY | 2.90 | 3.91 | 72 |
| B35 CHAIR ADVISORY BOARDS OR COUNCIL MEETINGS | 2.69 | 4.69 | 54 |

* Training Emphasis Average = 2.06 and SD = 1.49; High TE = 3.55
** Task Difficulty Average = 5 and SD = 1

Plan of Instruction (POI)

Based on the previously mentioned assistance from technical school subject-matter specialists in matching inventory tasks to the E3AZR10090 000 POI, dated 15 July 1982, a computer product displaying the results of that matching process was generated. Information furnished for analysis includes training emphasis (TE) and task difficulty (TD) ratings, as well as percent members performing data for first-job (1-24 months TICF and 1-48 months TICF) personnel.

There were no tasks with high training emphasis ratings not matched to the POI. There were some tasks with slightly above average training emphasis or task difficulty ratings, with 30 percent or more members performing, not matched to POI blocks (see Table 18 for examples.) This combination of factors indicates that formal training of some of these tasks may be appropriate but most of the tasks are general administrative or supervisory tasks which may not justify inclusion in the course. Many of these tasks are the kinds of responsibilities and functions which more senior NCOs have already learned in whatever specialty they held previously.

Subject-matter specialists and training management personnel should further evaluate the subject areas and tasks discussed above in an effort to resolve the necessity for training.

TABLE 18
SAMPLE TASKS NOT REFERENCED TO E3AZR10090 000 POI BLOCKS
(30 Percent or More Performing)

| EXAMPLES OF TASKS NOT REFERENCED | PERCENT MEMBERS PERFORMING | TRAINING EMPHASIS* | TASK DIFFICULTY** |
|---|----------------------------------|-----------------------|----------------------|
| A29 WRITE MEMOS FOR THE RECORD | 2.62 | 3.35 | 94 |
| A8 DRAFT MESSAGES AND OFFICIAL LETTERS | 3.13 | 5.19 | 89 |
| F196 CONDUCT INFORMAL VISITS TO SUBORDINATE UNITS OR SECTIONS | 2.99 | 3.59 | 86 |
| A1 ANSWER INQUIRIES PERTAINING TO UNIT ADMINISTRATION OPERATIONS | 2.76 | 4.40 | 86 |
| A24 REVIEW, EDIT, OR COORDINATE ON MINUTES FROM COUNCILS, PANELS, OR BOARDS | 2.12 | 3.85 | 84 |
| A10 GATHER INFORMATION THROUGH STRUCTURES OR FORMAL BRIEFINGS OR MEETINGS OTHER THAN STAFF MEETINGS | 2.35 | 4.08 | 81 |
| A21 PRESENT INFORMAL OR IMPROMPTU BRIEFINGS | 2.90 | 5.22 | 78 |
| C110 REVIEW REQUESTS FROM SUBORDINATES, SUCH AS SCHOOL APPLICATIONS OR OFF-DUTY EMPLOYMENT REQUESTS | 2.04 | 2.97 | 75 |
| K336 COUNSEL UNIT PERSONNEL ON PERSONAL SAFETY | 2.90 | 3.91 | 72 |
| B35 CHAIR ADVISORY BOARDS OR COUNCIL MEETINGS | 2.69 | 4.69 | 54 |

* Training Emphasis Average = 2.06 and SD = 1.49; High TE = 3.55
** Task Difficulty Average = 5 and SD = 1

MAJCOM COMPARISONS

Tasks and background data for personnel of the seven Major Commands (MAJCOM) with the largest 100X0 and 99607 populations were compared to determine whether job content varied as a function of MAJCOM assignment.

Generally, the First Sergeants in the various commands were devoting similar amounts of time to the performance of tasks pertaining to personnel relations and manpower management functions, maintaining standards and discipline, and performing social and ceremonial functions (see Table 19). Typical common tasks included visits to unit personnel in hospitals; establishing social, sports, or other recreational programs or events; providing recognition to subordinates; advising commander on disciplinary matters; enforcing discipline as ordered by commander; reviewing recommendations for disciplinary matters; maintaining liaison with service or welfare agencies; organizing or conducting unit social functions; and selecting personnel to participate in military ceremonies.

Summary

Many general functions and tasks are performed commonly across all MAJCOMs, with the differences being in percent time spent or percent members performing specified tasks. The lack of differences in how First Sergeants are utilized by the various commands reflects a uniform and well-understood role of First Sergeants across the Air Force.

TABLE 19
AVERAGE PERCENTAGE OF TIME SPENT ON DUTIES BY MAJCOM GROUPS

| <u>DUTIES</u> | <u>SAC (N=289)</u> | <u>TAC (N=213)</u> | <u>MAC (N=176)</u> | <u>ATC (N=127)</u> | <u>USAFE (N=126)</u> | <u>AFCC (N=116)</u> | <u>PACAF (N=52)</u> |
|--|------------------------|------------------------|------------------------|------------------------|--------------------------|-------------------------|-------------------------|
| A PERFORMING COMMUNICATIONS FUNCTIONS | 10 | 11 | 10 | 10 | 10 | 10 | 15 |
| B MANAGING AND PARTICIPATING IN COUNCILS, BOARDS, AND MEETINGS | 5 | 5 | 6 | 5 | 6 | 6 | 5 |
| C PERFORMING PERSONNEL RELATIONS & MANPOWER MANAGEMENT FUNCTIONS | 27 | 27 | 28 | 27 | 26 | 28 | 26 |
| D MAINTAINING STANDARDS AND DISCIPLINE | 23 | 31 | 22 | 20 | 22 | 22 | 19 |
| E PERFORMING TRAINING FUNCTIONS | 2 | 2 | 2 | 3 | 2 | 2 | 2 |
| F CONTROLLING AND DIRECTING | 8 | 8 | 7 | 8 | 8 | 7 | 8 |
| G CONDUCTING INSPECTIONS AND INVESTIGATIONS | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| H PERFORMING EVALUATION FUNCTIONS | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| I PERFORMING PLANNING AND PROGRAM DEVELOPMENT FUNCTIONS | 3 | 4 | 3 | 4 | 4 | 3 | 4 |
| J PERFORMING FINANCIAL AND MATERIAL MANAGEMENT FUNCTIONS | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| K PERFORMING SAFETY AND SECURITY FUNCTIONS | 2 | 2 | 2 | 3 | 2 | 2 | 2 |
| L PERFORMING SOCIAL AND CEREMONIAL FUNCTIONS | 8 | 8 | 8 | 8 | 8 | 8 | 7 |
| TOTAL | 100 | 100 | 100 | 100 | 100 | 100 | 100 |

ANALYSIS OF CONUS-OVERSEAS GROUPS

Comparisons were made of tasks performed and background data for the 913 DAFSC 100X0/9907 personnel assigned to the continental United States (CONUS) versus the 309 airmen in the sample assigned to overseas locations. While CONUS personnel performed an average of 160 tasks, overseas members performed an average of 158 tasks. The average number of tasks performed by 100X0 personnel for CONUS and overseas are 159 and 156, respectively. As pertains to Medical first Sergeant (SDI 99607) CONUS personnel versus 99607 overseas personnel, the data show a reverse direction, with an average of 177 tasks for CONUS personnel and an average of 187 tasks for overseas incumbents, a difference of only 10 tasks.

Comparison of background data, such as grade, job difficulty index, average task difficulty, and time in service, revealed little difference between the groups. There is, however, an appreciable difference in the total time in career field, 40 months for CONUS versus 52 months for overseas personnel. It is interesting to note that both CONUS and overseas groups have roughly the same time in service, 248 and 251 months, respectively.

Job attitudes are extremely similar for First Sergeants, whether assigned overseas or not. Their job interest and other attitudes are extremely high, suggesting a highly motivated force. There is, however, a 10 percent difference in their retirement intentions, 28 percent for stateside versus 18 percent of those overseas (see Table 20). This cannot be a function of time in service since they are equally senior. Of the data analyzed, there was no obvious explanation for this finding.

TABLE 20
JOB SATISFACTION DATA FOR CONUS AND OVERSEAS PERSONNEL
(PERCENT RESPONDING)

| | 100X0/99607 | |
|--|------------------|---------------|
| | CONUS (N=913) | OS (N=309) |
| <u>I FIND MY JOB:</u> | | |
| INTERESTING | 95 | 96 |
| SO-SO | 2 | 3 |
| DULL | 1 | 1 |
| <u>MY JOB UTILIZES MY TALENTS:</u> | | |
| FAIRLY WELL TO PERFECTLY | 97 | 96 |
| VERY LITTLE OR NOT AT ALL | 2 | 3 |
| <u>MY JOB UTILIZES MY TRAINING:</u> | | |
| FAIRLY WELL TO PERFECTLY | 95 | 96 |
| VERY LITTLE OR NOT AT ALL | 4 | 3 |
| <u>THE SENSE OF ACCOMPLISHMENT GAINED FROM MY JOB LEAVES ME:</u> | | |
| SATISFIED | 90 | 90 |
| AMBIVALENT | 3 | 4 |
| DISSATISFIED | 5 | 5 |
| <u>MY REENLISTMENT INTENTIONS ARE:</u> | | |
| YES | 59 | 67 |
| NO | 12 | 15 |
| NO, I WILL RETIRE WITH AT LEAST 20 YEARS ACTIVE MILITARY SERVICE | 28 | 18 |

COMPARISON OF CURRENT 100X0/99607 SURVEY TO PREVIOUS 10090 SURVEY

In the 1976 study, a detailed job analysis was performed. It indicated that, while many separate groups of incumbents were identified within the career ladder, these groups did not differ significantly in terms of tasks performed. In general, all first sergeants were found to perform a common core of tasks. The previous study involved only line First Sergeants, AFS 100X0. The present study involves both AFS 100X0 and SDI 99607 First Sergeants. Analysis of the data shows no appreciable difference between AFS 100X0 and SDI 99607 incumbents. The 1976 survey reported all job attitudes as very high; compared to the present survey where all job satisfaction indicators are extremely high. The previous survey reported 85 percent of the incumbents found their job very interesting or extremely interesting compared to 95 percent for the present survey, a 10 percent increase. In terms of utilization of talents and training, the previous survey reported approximately 75 percent compared to 96 percent for the current survey, a 21 percent increase. Both surveys showed high concentration on duties involving maintaining discipline, health, morale, and welfare.

IMPLICATIONS

Occupational survey results indicate little or no difference in jobs performed by AFS 100X0 and SDI 99607. Both POI and CTS for each specialty cover common training requirements and the course provides excellent coverage. Based on analysis of the data, recommend that AFS 100X0 and SDI 99607 be combined into a single specialty.

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